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AFGHANISTAN

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FACT SHEET

Afghanistan Civil Service Support (ACSS)

OVERVIEW

The Afghan Civil Service Support (ACSS) project is USAID's mechanism to reform and train the civil service. The project works through the Independent Administrative Reform and Civil Service Commission (IARCSC) to raise the skill levels of Afghan civil servants and modernize and institutionalize common administrative systems across the ministries.

ACSS is focusing its resources on strengthening the following five common functions of public administration and good governance: financial management, project management, human resources management, procurement, and policy/strategic planning. During the project's lifecycle, more than 16,000 civil servants were targeted for training in these five functions at the national and sub-national levels through the Afghan Civil Service Institute. Emphasizing the need for improved sub-national governance, the project provides additional staff resources to the IARCSC at the sub-national level, including support for hiring new civil servants, advancing pay and grade reform for civil servants outside of Kabul, and proper monitoring and evaluation of government programs.

CURRENT ACTIVITIES

- Recruit civil servants in insecure provinces
- Deliver training to central and sub-national ministry civil servants
- Develop training strategy to reach insecure districts and shape curriculum to meet needs of ministries
- Recruit and train trainers, coaches and mentors to deliver capacity building activities to civil servants at the central and sub-national level
- Support internship program that brings young, educated Afghans into the civil service
- Institute new performance appraisal process in ministries
- Assist with strengthening the IARCSC ability to conduct monitoring and evaluation of its own processes (hiring, training, pay and grade), and to train civil servants in other ministries in monitoring and evaluation
- Pilot initiative to teach ministries program design and implementation skills needed when dealing with donors, as preparation for on-budget assistance
- Assist IARCSC with creating new merit-based hiring mechanism for deputy governors and sub-governors, and increasing staff capacity to hire at sub-national level
- Add resources to reform efforts, including creation of additional reform implementation units in ministries and greater number of staff working to implement pay and grade reform
- Provide project staff and technology to collect and organize all paper personnel files in ministries and enter them into a common, computerized human resource system that monitors and regulates ministry personnel

ACCOMPLISHMENTS

- Trained more than 16,000 civil servants in one of five common administrative functions
- Completed an internship program for more than 1,600 recent university graduates
- Hired more than 750 civil servants in insecure provinces
- Implemented pay and grade reform in an additional 75,000 positions in the Afghan government
- Used a new merit-based hiring process to hire more than 75 deputy governors and sub-governors
- Established five reform implementation units in ministries
- Installed a human resources management information system in eight major ministries